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MEMORANDUM FOR:

Each Member of the Human Resources Program
Group of 1 - 8 December 1953

FROM:

1. It was a genuine pleasure to run through the basic supervisory training unit with you, but the time was so short to encompass some of the discussion generated, that I take this opportunity to pull together a few loose ends.

2. As one member of the group, with long and distinguished service in the Agency, pointed out after our last meeting, - the key to it all seems to be to get supervisors to develop skill in handling people, or perhaps to get them to recognize that they need to develop skill in human relations. It's not so much what we do; it's the way that we do it that creates so many top level supervisory problems.

3. Skill in human relations is the key to effective management. I find it very difficult to conceive of sound human relations in our culture without a vital understanding of the meaning of democracy as applied to management, - especially with respect to that indispensable element in getting work done: discipline.

4. Another item we did not have time to clarify, the working relationship between a chief and his deputy, has direct implications for easing the problem of "the indispensable man". A discussion of the relationship of the chief and the deputy chief has come up in most of the meetings that have been conducted in the Human Resources Program. Briefly, the conclusions have been as follows:

The deputy chief is the chief's alter ego. In the absence of the chief, the deputy chief has full responsibility. When both are present, through a division of labor, each applies his talents to those aspects of the total job that he can do best. In practice, then, the relationship becomes supplementary rather than identical. The most usual division of labor in our organization is between the substantive and the administrative functions. As the chief inclines toward one, the deputy chief will develop competence in the other. This is the application of the principle of the maximum utilization of talent to the chief - deputy chief relationship.

5. If you did not return the draft copy of A STATEMENT OF MANAGEMENT POLICY with comments, could you put it in the mail, addressed to me at Room 2023, Alcott Hall? I can assure you that your contribution will assist materially in the eventual production of a guiding statement that is realistic and useful.

6. I look forward to meeting you again for a one hour follow-up session sometime after 1 February.

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